

SECRET

2 APR 1957

MEMORANDUM TO: Chairman of the Suggestion Awards Committee

SUBJECT : Awards for the Revision of PD Form and
Followup Procedure

1. I have read with interest the recommendations relative to Employee Incentive awards for three suggestions designed to improve and speed up DD/P disseminations of significant and timely intelligence information. This memorandum, however, does not begin to tell the complicated story of the changes made in our dissemination system or to give credit to the many other people whose work and suggestions were of vital importance in these developments. Since much of this work was done by members of the Foreign Intelligence Staff during my tour of duty as Chief, Foreign Intelligence, I believe that these contributions should be made a matter of record.

2. In the first place, the suggestion for the elimination of the P.D. or T.D. follow-up was not a procedural or ideological "breakthrough"; it did not spring to life full-panoplied, as Athena from the brow of Zeus. The wastefulness of doing the same thing twice was long recognized. The first successful attempt to solve the problem was made in mid-1952 when RC devised this procedure for routine PD's: the report was typed on a multilith mat and run off by Reproduction. The text was pasted on a cable form and sent to Cable Secretary for teletype transmission. This system enjoyed great success. It eliminated the follow-up in most cases, and was received with delight by the Reports Officers. This time-and money-saving procedure had to be abandoned in early 1954, however, when Cable Secretary adopted the new snap-out, carbon-copy cable form which universally eliminated the re-typing of all cables and teletype messages. Then, RC had to go back to the double typing of TD's, but it was planned to devise some system to enable a revival of the one-shot procedure. And, when a plan was worked out later, although it did use some of the ideas of the Incentive Suggesters, it was forced more by circumstances than by the suggestions. Crisis situations in world affairs had so multiplied, with TD's following suit, that it was no longer possible to tolerate dual typing. Furthermore, the final system put into effect was the result largely of the inability of Signal Center to take care of the enormous volume of traffic.

3. The development of new procedures to eliminate the CS follow-up dissemination and accelerate the dissemination of timely information to customers, although stimulated by the three employee suggestions under consideration, was a time-consuming and involved administrative and technical operation that required the services of personnel in several components of the agency. In order that our dissemination procedures might be revised, it was necessary to undertake the following:

a. Survey all customer agencies regularly receiving the old Preliminary Dissemination, to determine their need for permanent copies of information reports, changes in routing and distribution systems that would result from revision of dissemination procedures, and effect of such revision, if any, on the efficiency of CIA intelligence distribution systems. Our survey showed that only the State Department would be seriously affected by the change. Lengthy negotiations were conducted with State before a reasonably satisfactory system could be worked out.

b. Revision of Cable Secretariat procedures, including conversion to multilith reproduction, development of efficient masking and sanitation procedures, and dispatch of all possible teletype disseminations by messenger to reduce the load on Signal Center.

c. Design and preparation of new multilith forms. All forms passed through several complete drafts.

d. Preparation of detailed instructions on use of new forms for reports officers in operating divisions.

e. Testing courier runs to ascertain if routine teletype disseminations could be delivered to customer agencies in sufficient time. The DD/P requested the development of such a system in order to reduce the traffic load on signal center.

f. Instructing operating divisions and other interested personnel in the operation of the new system.

g. Testing the new dissemination for bugs and eliminating them.

4. These tasks, which were performed in the period from autumn 1955 to the initiation of the new dissemination system on 1 June 1956, required the services of a sizeable contingent of medium-and upper-level personnel. While not, of course, in any way responsible for originating the employee suggestions under reference, these people took the suggestions apart and

reworked them, discarded unworkable parts after trial, and developed new procedures to meet problems not contemplated in the suggestions. They built an efficient and workable dissemination program from the suggestions under reference. The persons principally concerned in developing the teletype dissemination program were:

25X1

[REDACTED]

Chief, Requirements Division, FI Staff, until March 1956. Initiated program for elimination of follow-ups to preliminary disseminations; consulted customer agencies relative to effect of such elimination on their distribution and filing systems; maintained high-level liaison on project with operating divisions and senior staffs; gave general supervision to project.

25X1

[REDACTED]

Chief, Requirements Division, FI Staff, after March 1956. After he became Chief of Requirements, gave general supervision to project and continued high-level liaison on project. At all times served as advisor to personnel implementing the project. Because of his lengthy experience in intelligence reports, [REDACTED] role of advisor was a unique and major factor in the successful completion of this project.

25X1

25X1

[REDACTED]

Deputy Chief, [REDACTED] Requirements Division, to March 1956, Acting Chief of same component thereafter. [REDACTED] assisted in the preparation of forms for teletype disseminations and preparation of instructions for their use. After March 1956, he supervised the work of this project.

25X1

25X1

25X1

[REDACTED]

Cable Secretary. Supervised such reorganization of Cable Secretariat as was required to put new T.D. system into effect, and assisted in revisions of draft forms.

25X1

[REDACTED]:

Chief, [REDACTED] Requirements Division to March 1956. Maintained liaison with Forms Control, supervised the development of procedures and instructions for the new system and assisted in the preparation of required new forms. [REDACTED] supervised this activity from September 1955 until March 1956, when he was appointed Deputy Chief of Requirements Division.

25X1

25X1

SECRET

25X1

[REDACTED]

Assistant Cable Secretary. [REDACTED] assisted in drafting required forms, particularly Form IK-2, and formulating Cable Secretariat procedures for processing T.D.'s.

25X1

25X1

25X1

[REDACTED]

Chief, Forms Control, [REDACTED] [REDACTED] designed the teletype dissemination forms. His work on these forms, done under heavy pressure of other work, was more than a major contribution to its success. It is not too much to say that [REDACTED] success in developing the new form was absolutely vital to effecting the new system.

25X1

25X1

25X1

25X1

[REDACTED]

[REDACTED] of Reports Control, assisted in developing T.D. forms, prepared detailed procedures and instructions for their use, consulted operating divisions and other organizational components relative to such procedures and instructions. His work on this project, which was of a uniformly high caliber, was a major factor in its successful completion.

5. Under the regulations governing the Employee Incentive programs, these persons can receive no financial reward for their considerable role in revamping the DD/P system for the dissemination of significant and timely information. It is only fair to say, furthermore, that they desire no such reward. I believe, however, that all those listed in paragraph 4. above, deserve some recognition for their achievement. I recommend that competent authority place in the personnel file of each individual named in paragraph 4 a statement setting forth the part that each played in the establishment of the teletype dissemination system.

This was decided to be an Honor Award

[REDACTED]

25X1

GORDON M. STEWART
Director of Personnel

SECRET